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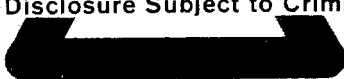


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22 January 1981

NOTE FOR: AD/DCI/RM

FROM: EA/PAO

SUBJECT: OPEI/PAO Studies--1977-1980

1. Attached find a list of studies, issue papers, background papers and miscellaneous end products generated by OPEI/PAO during the period 1977 to 1980. I have elected to classify the various end products under one of six major headings. For the purpose of this action, I have arbitrarily defined these headings as follows:

| <u>Abbreviation</u> | <u>Definition</u> |
|---------------------|---|
| MS | <u>Major Study</u> : coordinated study or report prepared in cooperation with elements of the Intelligence Community. |
| SS | <u>Staff Study</u> : in-depth study or report prepared on a given subject which was not formally coordinated with elements of the Intelligence Community. |
| BP | <u>Background Paper</u> : comprehensive paper prepared to provide the D/DCI/RM and/or the DCI with background information on a specific subject. |
| BM | <u>Background Memorandum</u> : brief memorandum designed to provide the D/DCI/RM and/or the DCI with information on a specific subject. |
| IP | <u>Issue Paper</u> : a paper prepared specifically for the Program and Budget Reviews and used by the D/DCI/RM and/or the DCI to make either programmatic or budgetary decisions. |
| X | Other type of product. |

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2. When you use the above classification scheme, the resulting statistical breakdown looks something like this:

| <u>Year</u> | <u>Major Studies</u> | | <u>Staff Studies</u> | | <u>Background Papers/Memoranda</u> | <u>Issue Papers</u> | <u>Other</u> | <u>Totals</u> |
|-------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------------------|---------------------|--------------|---------------|
| | <u>IN¹</u> | <u>CS²</u> | <u>IN¹</u> | <u>CS²</u> | | | | |
| 1977 | 9 | 0 | 12 | 1 | -- | 1 | 1 | 24 |
| 1978 | 10 | 3 | 9 | 0 | 5 | 6 | 9 | 41 |
| 1979 | 3 | 1 | 6 | 0 | 13 | 14 | 6 | 43 |
| 1980 | 3 | 5 | 3 | 0 | 6 | 23 | 2 | 42 |
| Total | <u>25</u> | <u>9</u> | <u>30</u> | <u>1</u> | <u>24</u> | <u>44</u> | <u>17</u> | <u>150</u> |

¹IN = In-house study

²CS = Contractor supported

3. Several "tentative" conclusions can be devised from the above breakdown:

a. There has been a very noticeable increase in the number of issues papers that have been developed to support the D/DCI/RM and the DCI in the execution of their programmatic and budgetary responsibilities.

b. The number of actual in-house studies has declined significantly over the past two years.

4. To describe the end products, I have tried to summarize the disposition in the following way:

| <u>Year</u> | <u>RMS Use Only</u> | <u>DCI Use</u> | <u>Program Managers Use</u> | <u>Community-wide Distribution</u> | <u>Other</u> |
|-------------|---------------------|----------------|-----------------------------|------------------------------------|--------------|
| 1977 | 7 | 9 | 3 | 10 | 7 |
| 1978 | 15 | 12 | 2 | 13 | 7 |
| 1979 | 21 | 15 | 4 | 4 | 0 |
| 1980 | 14 | 16 | 5 | 6 | 2 |

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5. Several "tentative" conclusions can also be developed using the information provided in the previous paragraphs:

a. Direct support to the DCI has increased at least in terms of relative numbers of products.

b. PAO products are not distributed widely throughout the Intelligence Community.

c. There has been a noticeable decline in the number of products that are distributed outside the Intelligence Community, i.e., to the NSC Staff, Congressional staffs, PRC(I), and OMB.

6. There are, of course, several things wrong with the lists that need to be corrected when time permits.

a. Background papers and memoranda need to be combined and made a single entry.

b. The Community-wide distribution and NFIP distribution need to be combined.

c. We should probably drop the "special analyses" and the "general policy statements" from the list of end products.

d. Several overlooked products should be added to the lists.

e. More thought needs to be given to the tentative conclusions that can be derived from the data (need more time for that, however).

7. Although it still needs ^dsome work, I personally believe the summary is a simple, but useful, way of reviewing what PAO has done over the past several years.

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